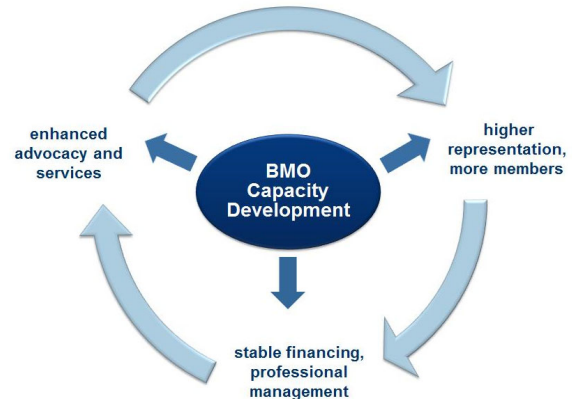




## Background

As self-governing institutions of the private sector, chambers and associations (Business Membership Organisations - BMOs) are important actors of a sustainable economic development. Their central tasks are advocacy and business development services.

- In the political dialogue BMOs identify and represent the interests of the private sector. They develop reform proposals for the improvement of economic conditions, (co-)conduct the implementation of public promotion schemes and carry out delegated authorities in vocational education and training (e.g. official exams) or foreign trade (e.g. issuing of certificates of origin).
- The business development services (BDS) offered by BMOs include start-up consultancy, information services, technical and commercial training schemes, certification, networking events, B2B platforms, trade and trade fair promotion, secretarial services, access to financing options, market surveys etc.



BMOs exist practically anywhere in all countries even though they differ in regard to their characteristics and diversity. Particularly in developing countries, BMOs are not sufficiently effective.

## Capacity Development for BMOs

### Product Description

Capacity Development for BMOs is all about the professionalisation of the management as well as the structures of a chamber or association with the aim of increasing the organisation's overall and/or specific efficiency. The focus of Capacity Development for BMOs is:

- the improvement of internal structures and management,
- the improvement of existing and development of new business development services,
- support regarding advocacy and social dialogue.

The product services are adapted by sequa to the specific requirements of the respective service recipient. Due to its extensive experience with BMO Capacity Development, sequa knows that support actions differ depending on the initial situation in the country, the degree of development of local BMOs and the given cooperation objectives. sequa has the competence, the instruments as well as the network to find and implement successful solutions in all cases, irrespective of the initial condition or the goal.

### Product Impact

Capacity Development regularly serves as a tool that helps utilise, enable and strengthen BMOs in their function as mediators and multipliers. BMO Capacity Development addresses the meso-level to achieve improvements on the micro- (e.g. introduction of new corporate services to increase the competitiveness of a company) and/or the macro-level (e.g. creation of a better investment climate). Depending on the objective of a project, different impacts are focussed.

## Product Application Examples

BMO Capacity Development can be used in the most diverse fields. It comprises general organisational development of BMOs (establishment of national structures, strategic planning, board/committee work, financing, PR, membership development, qualification of staff and board members etc.) as well as the qualification for specific BMO tasks (political dialogue, CSR, local economic development, projects in conflict and post-conflict countries, environmental protection, fighting corruption, development of norms and standards, mobilisation of MSMEs, promotion of women in the private sector/cooperation with business women associations, vocational qualification etc.).

The following examples from sequa's project portfolio provide an overview of the different ways in which Capacity Development for BMOs can be applied:

- Transformation of the Afghan Chamber of Commerce from a trade ministry department to an independent private sector organisation
- Cooperation between the chambers of commerce of different South Eastern European countries to utilise the new trade opportunities provided by CEFTA
- Establishment of one-stop shops that provide consulting for founders of new businesses at six regional chambers in Nepal
- Establishment of new regional and professional structures of the Ethiopian chamber and association system after new legislation had been passed
- Introduction of craftsmen and master craftsmen exams at the Croatian Chamber of Crafts as part of the revitalisation of the dual system of vocational education and training
- Qualification of the 19 regional chambers in Mongolia in regard to the active identification, promotion and implementation of local economic development (LED) projects
- Support for leather industry associations in Bangladesh that is aimed at increasing energy efficiency and reducing the environmental impacts in the production processes of the member companies
- Enhancement of the professionalisation of, and cooperation between, business women's organisations in Egypt
- Qualification of Chinese chambers of commerce regarding the promotion and implementation of anti-corruption initiatives
- Elimination of apartheid characteristics in Namibia's chamber system through establishment of a single-chamber structure
- Mobilisation of SMEs and MSMEs through initiation and establishment of professional groups in the Andes countries of South America
- Support for South Eastern European textile and clothing industry associations that is aimed at increasing the sectors' competitiveness and value creation in the region.